

SMART MANAGEMENT: A STAKEHOLDERS' PERCEPTION ANALYSIS

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Introdução

Due to its multidimensional perspective, a smart campus is composed of eight key dimensions, namely: smart economy, education, environment, living, management, mobility, security, and technology (Silva-da-Nóbrega et al., 2022). Smart management stands out as an often-underexplored aspect, which involves proactive governance and the strategic integration of various technologies to streamline operational processes and promote efficient, data-driven decision-making within universities (Alnoman, 2022; Kryshtanovych et al., 2022).

Problema de Pesquisa e Objetivo

Thus, more studies are needed to understand this phenomenon better, such as more case studies to perceive student outcomes and institutional efficacy, especially within the context of developing countries (Mahmoud et al., 2024; Surjawan et al., 2025). We aim to analyze the smart management dimension of a Brazilian university through the lens of professors and high-level management. Employing a mixed-methods exploratory-descriptive approach, using Importance-Performance Analysis and managerial interviews, this research provides a comprehensive understanding.

Fundamentação Teórica

The imperative for public institutions and cities to generate value and promote sustainable development necessitates a stakeholder-centric approach, where the diverse interests and needs of relevant parties are central to decision-making processes. This approach emphasizes the importance of engaging various parts, including citizens, businesses, and community organizations, to ensure that different perspectives are integrated into policies and initiatives. Consequently, this literature review establishes a theoretical foundation anchored in Stakeholder Theory with Smart Campus Theory.

Metodologia

A mixed-methods design was employed, integrating quantitative data from Importance-Performance Analysis (IPA) with qualitative insights from a semi-structured interview.

Análise dos Resultados

Faculty and student responses highlighted key divergences: professors prioritized improvements in data analysis, decision-making, and budget strategy, while students emphasized the innovation culture and institutional accountability. Both groups identified strengths in process management and data security.

Conclusão

This multi-source design enables a deeper understanding of how key stakeholders perceive institutional efforts to implement smart management principles, in alignment with the smart campus framework (Silva-da-Nóbrega et al., 2022). The study is grounded in Stakeholder Theory, which emphasizes engaging diverse parties to integrate different perspectives into policies and initiatives. This theoretical lens is particularly relevant given the increasing recognition of universities as complex ecosystems with diverse stakeholder needs.

Contribuição / Impacto

Theoretically, it extends the recent literature on smart campuses by proposing a new multi-stakeholder framework for analyzing the smart management dimension within a developing country context. Practically, the findings provide actionable, data-driven insights for university administrators in Brazil and similar settings seeking to optimize their smart management strategies and enhance stakeholder satisfaction.

Referências Bibliográficas

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